



strategic plan

SAN BERNARDINO/RIVERSIDE/INYO COUNTIES HEALTH COLLABORATIVE

October 25, 2005



Developed by the San Bernardino/Riverside/Inyo Counties Health Collaborative

Not all Collaborative activities are USDA allowable and may/will be pursued through other, non-USDA funding sources.

To expand the reach, effectiveness and sustainability of their organization, the San Bernardino/Riverside/Inyo Counties Health Collaborative initiated a comprehensive strategic planning process in June 2005. Through a series of subcommittee and general membership meetings, the Collaborative analyzed the health environment of their three-county region, identified their strengths, challenges, accomplishments and delineated their target audiences.

FRAMING THE HEALTH ENVIRONMENT IN THE INLAND EMPIRE:

- Very large and fast growing region
- Bedroom communities – long commutes, 1 to 2 hours each way
 - No time for physical activity or to fix healthy meals
 - Child-care issues
- Rapid growth burdening schools
- Traditionally blue collar
- Food security is a major problem
- Fast growing pockets of poverty with limited access to healthy food
- People are afraid to apply for food assistance programs
- High rates of chronic diseases
- High rates of asthma, heart disease and cancer
- High rates of lung cancer (low-income people spend a lot of money on cigarettes)
- Lack of political power and will
- Lack of local television media
- Perception of a lack of safety – increased gang problem in urban areas
- Heat and pollution prevent people from engaging in physical activity
- Serious walkability issues – many areas without sidewalks
- Few city services in many areas
- Limited access to healthy food
- Gang problem in urban areas – perception of a lack of safety
- Serious need for “health” visionaries
- Rage is a luxury the poor can’t afford

COLLABORATIVE STRENGTHS:

- Commitment
- Diversity and depth of member organizations
- Experience, skills, know how, expertise
- Mutual respect and trust
- Maturity of synergy
- Common goal
- Willingness to work together
- Not territorial
- Good communicators
- Walk the talk
- Visionary and positive
- No hidden agendas
- Strong shared values and ethics
- Resources
- Serve individuals
- Risk takers, willing to address tough issues
- Ability to mobilize quickly
- Support at higher levels
- Tenacity
- Structure
- Good community relations
- Administrative support
- Passion
- Marketable
- Strong media relations

COLLABORATIVE WEAKNESSES:

- Need better marketing plan for collaborative
- Need to leverage clout
- Need more diversity (financial, politicians, developers, ethnic, low-income audience etc.)
- Need to become THE voice on the issues
- Are they seen as the experts? What other organizations are out there?
- Need more economic resources, other funding sources
- Need to energize membership
- Need to increase pressure and accountability to fight the competition
- Lack of time
- Secondary priority to most members
- Lack some expertise (advocacy, marketing)
- Need evaluation measures
- Size of region, geography
- Coordination of efforts
- Need to be more politically connected and/or tap into those with political clout

COLLABORATIVE'S VALUE:

- Great training opportunities
- Valuable opportunities to network
- Important to all be on the same page
- Nothing happens in a vacuum, it's important to work with partners
- Unrelenting commitment of the collaborative members to promote good health
- Working synergistically on policy/environmental changes
- Members motivate each other
- Impressive mix of people
- Building each other's capacities
- Working together to serve underserved populations
- Successfully changing behaviors
- It's crucial to combat obesity

COLLABORATIVE ACCOMPLISHMENTS:

- Clearinghouse for nutrition, physical activity and food security issues
- Phenomenal growth
- Strong base of dynamic partners
- Active committees:
 - Policy/advocacy committee developed a survey tool to assess policies
 - Youth wellness committee working to treat and prevent childhood obesity
 - Workplace wellness committee produced a successful tool kit
 - Evaluation committee
 - Mini-grant committee

COLLABORATIVE AUDIENCES:

- Food Stamp Nutrition Education (FSNE) eligibles
- Intermediaries
- Community leaders and opinion shapers
- Media

With a clear understanding of the Collaborative's capacities, its strengths and weaknesses, and the key audiences that need to be addressed, the strategic planning subcommittee reaffirmed their vision and mission. In addition they developed an overall goal, specific goals supported by objectives, strategies and specific tactics.

VISION

All people in San Bernardino, Riverside and Inyo counties live in an environment that encourages healthy choices.

MISSION

To develop and advocate for policy and environmental changes that promote wellness.

OVERARCHING GOAL

Improve community health environments through nutrition and physical activity.

GOAL

Increase access to nutritious food and physical activity in order to reduce health disparities and promote lifelong health.

OBJECTIVES

- Empower FSNE eligible families to advocate for community and school nutrition, and physical activity and wellness initiatives
- Establish the Collaborative as primary resource and clearinghouse for nutrition and physical activity information and policy
- Provide technical assistance to increase the implementation of nutrition and physical activity wellness policies and programs

SAN BERNARDINO/RIVERSIDE/INYO COUNTIES HEALTH COLLABORATIVE

OBJECTIVE: Empower Food Stamp Nutrition Education (FSNE) eligible families to advocate for community and school nutrition, physical activity and wellness initiatives

STRATEGY: Identify, inform and support food stamp eligible families to become advocates for healthier communities

FAMILIES

- Identify key individuals who have the potential to be leaders/advocates for their communities
- Provide nutrition ed. to food stamp eligible families to establish importance of nutrition/PA
- Work with families to identify barriers they face in obtaining good nutrition/PA
- Empower, impassion recruits to fight for improving the health of their neighborhoods
 - o Do assessment of Collaborative's skills, commitment and training capacities to ascertain how Collaborative can help develop advocates
 - o Train family spokespersons to provide family perspective on different issues that affect their nutrition/PA behaviors
- Work with families to create appropriate advocacy program and materials that guide them in working with policymakers, retailers and others who shape the health of their neighborhoods
- Develop community assessment tools (How to improve my school, Healthy Cities report card, etc.) and train families to use to advocate for healthier neighborhoods
- Train individuals to use unconventional grassroots marketing methods
- Provide ongoing support for families as they undertake every step of the advocacy program
- Develop Collaborative "Youth & Parent" group
- Invite community members to join and actively participate in Collaborative
- Create youth activities (e.g., garage bands) to provide opportunities to educate the youth about nutrition/PA, while also showing them how to advocate for change

COMMUNITY INTERMEDIARIES

- Research existing organizations, services and events that can assist in moving the Collaborative forward with its agenda to empower families to become advocates
- Establish the Collaborative's credibility among identified community intermediaries (social services offices, WIC, churches, schools, neighborhood associations, family support groups, etc.) and secure their buy-in
- Work with intermediaries to research resources and identify specific needs related to nutrition and physical activity
- Work with intermediaries to determine ideal strategies to reach out to FSNE eligible families
- Request assistance from intermediaries in identifying strong potential community spokespersons
- Leverage legitimacy of intermediaries to build respect, value and support for Collaborative's efforts among FSNE families.
- Invite community intermediaries to help review tools developed by Collaborative for audience
- Invite intermediaries to become active members of the Collaborative
- Request intermediaries to provide host sites for trainings and functions

POLICYMAKERS/MEDIA

- Determine key policymakers and media interested in helping to address nutrition/PA among food stamp eligible audience
- Demonstrate value (political and community) in playing an active role in supporting community family advocacy efforts
- Request input in how best to advocate with their colleagues and coworkers
- Invite them to meet with the audience and provide encouragement, counsel and direction on effective advocacy efforts
- Encourage them to support family advocacy efforts by providing opportunities for the audience to be heard and their needs to be addressed
- Encourage them to host town hall meetings, hearings to determine how government can improve the nutrition/PA climate in low-income neighborhoods
- Invite them to respond to issues raised by community spokesperson by providing appropriate interest, attention and response
- Request that they direct staff time to assist the Collaborative in training/supporting community advocates

SAN BERNARDINO/RIVERSIDE/INYO COUNTIES HEALTH COLLABORATIVE

OBJECTIVE: Establish the San Bernardino/Riverside/Inyo Counties Health Collaborative as the primary resource and clearinghouse for nutrition and physical activity information and policy.

STRATEGY: Build the Collaborative's connections, rapport and respect as a trusted resource on nutrition and physical activity issues

MEDIA

- Collect baseline data for health, obesity, overweight issues within the three-county area
- Inventory Collaborative members' resources, contacts, expertise, programs
- Research key media players and maintain a database
- Schedule "Get-to-Know" meetings
- Stay abreast of (national, regional and local) media stories, trends and reporters' coverage
- Identify and support key Collaborative spokespersons with:
 - o Trainings
 - o Information
 - o Speaking points
 - o Opportunities
- Ensure consistent outreach to help media by:
 - o Showcasing resources
 - o Providing experts
 - o Regular correspondence
 - o Providing local angle to broader stories and trends
- Work for placement of regular nutrition/PA column by Collaborative members
- Establish single contact source (liaison) to appropriately funnel media calls
- Develop consistent protocols for communicating individual member activities/news under umbrella of Collaborative: newsletter, Web site, bulletins, etc.
- Organize regular nutrition/PA events to garner media coverage (tent shows)

POLICYMAKERS

- Collect baseline data for health, obesity, overweight issues within region
- Inventory Collaborative members' resources, contacts, expertise, programs
- Research key policymakers and maintain a database
- Schedule "Get-to-Know" meetings
- Stay abreast of (national, regional and local) news stories, trends and policymakers' interests/agendas
- Identify and support key Collaborative policy liaisons with: trainings, information, speaking points
- Ensure consistent outreach to help policymakers by:
 - o Showcasing resources
 - o Providing expertise
 - o Providing local perspective re: nutrition/PA needs
- Members regularly attend/participate in governmental meetings
- Actively work to secure seats on key boards/commissions
- Host legislative breakfasts with politicians & community members to address issues related to nutrition/PA
- Develop and provide presentations to policymakers/community leaders
- Develop and promote competitive nutrition/PA events between cities & counties, etc.
 - o E.g., Mayor's fitness challenges, city weight loss competition, walking mileage challenge, etc.

POTENTIAL PARTNERS

- Identify potential partners (advocates, CBOs, businesses, coalitions)
- Determine what each partner can do to further Collaborative goals
- Determine how Collaborative can aid each potential partner
- Schedule "Get-to-Know" meetings
- Provide partners with regular communications and updates about Collaborative
- Leverage existing relationships with statewide and national organizations that regularly release important news by:
 - o Acting as local spokespersons on the topic
 - o Widely disseminating the information/reports to key audiences
 - o Tying their information to the Collaborative's name
 - o Making presentations of the same information to key audience groups
 - o Pursuing media placements on TV and radio talk programs that allow the Collaborative to give its perspective on breaking news issues
- Establish a speakers bureau
 - o Recruit Collaborative members to participate
 - o Identify their expertise
 - o Create series of PowerPoint presentations and other materials as appropriate
 - o Provide training, if necessary
 - o Pursue speaking opportunities

SAN BERNARDINO/RIVERSIDE/INYO COUNTIES HEALTH COLLABORATIVE

OBJECTIVE: Provide technical assistance to increase the implementation of nutrition and physical activity wellness policies and programs

STRATEGY: Support, inform and influence key decision makers influential in the development, adoption and implementation of wellness policies

EMPLOYERS

- Definitions & standards
- Examples of policies
- Host summit
- Develop issue paper
 - o Seriousness of problem
 - o Local statistics
 - o Lost productivity
- Benefits – ROI
 - o Cost savings
 - o Tax benefits
 - o Productivity
 - o Community image
 - o Recruitment
 - o Competitive Advantage
- Barriers – how to overcome
- Support they can expect from the Collaborative
 - o Tool kit
 - o Technical assistance
 - o Positive media promotions
 - o Training

EMPLOYEES

- Definitions & standards
- Examples of policies
- Host summit
- Develop issue paper
 - o Seriousness of Problem
 - o Local statistics
 - o Lost productivity
- Benefits
 - o Health
 - o Pleasure
 - o Raises
 - o Reduced benefit costs
- Barriers – how to overcome
- Support they can expect from the Collaborative/employer
- Train to advocate for policy with employer

MEDIA/POLICYMAKERS

- Definitions & standards
- Examples of policies
- Host summit
- Develop issue paper
 - o Seriousness of problem
 - o Local statistics
 - o Lost productivity
- Benefits
 - o Community health
 - o Community cost savings
 - o Improvement of community business Environment
 - o Good story
- Barriers – how to overcome
- Train/promote spokespersons
- Issue press releases

BENEFIT PROVIDERS

- Definitions & standards
- Examples of policies
- Host summit
- Develop issue paper
 - o Seriousness of problem
 - o Local statistics
 - o Lost productivity
- Benefits
 - o Reduced medical incidents
 - o Reduced costs
 - o Improved pricing to employers
 - o Competitive edge
- Barriers – how to overcome
- Train/promote spokespersons
- Best practices
- Presentations to companies and associations

Timeline

OBJECTIVE #1: Empower FSNE eligible families to advocate for community and school nutrition and physical activity and wellness initiatives	Committee				1-3 months	4-6 months	7-12 months	Year 2	Year 3
	Research	Youth & Family	Workplace Wellness	Communications					
Establish the Collaborative's credibility with organizations that work with FSNE clients such as social services, WIC and local churches	x	x		x					
Work with these intermediaries to identify key FSNE clients who have the potential to be leaders/advocates for their communities		x		x					
Work with intermediaries to determine strategies for successfully mobilizing, educating and empowering FSNE clients		x		x					
Assess Collaborative's capacity to train FSNE clients to successfully pursue positive nutrition systems, environment and policy changes		x		x					
Provide nutrition education to these FSNE clients and identify barriers they face in obtaining healthy foods and physical activity	x	x							
Invite intermediaries to become active members of the Collaborative		x		x					
Develop a list of strategies to help FSNE clients successfully promote neighborhood changes	x	x		x					
Work with intermediaries to develop appropriate advocacy tools to help FSNE clients successfully promote neighborhood changes	x	x		x					
Train FSNE clients to be spokespersons on the importance of good nutrition in their communities		x		x					
Develop community assessment tools and teach FSNE clients to use them to evaluate the health of their neighborhoods	x	x							
Work with FSNE families to create an advocacy program and supporting materials, such as fact sheets		x		x					
Train individuals to use grassroots marketing methods		x							
Invite community members and FSNE families to become members of the Collaborative		x							
Work with intermediaries to host town hall meetings to discuss improving the nutrition and physical activity in the neighborhood	x	x	x	x					
Teach FSNE clients how to work with key policymakers		x		x					
Train FSNE clients to work with the media -- provide template letters to the editor, op-eds, interviews		x		x					
Train FSNE clients to work with retailers and other influential players who shape the health of their communities		x	x	x					
Evaluate the activities and outcome of this campaign	x								

Timeline

OBJECTIVE 2: Establish Collaborative as primary resource and clearinghouse for nutrition and physical activity information and policy	Committee				1-3 months	4-6 months	7-12 months	Year 2	Year 3
	Research	Youth & Family	Workplace Wellness	Communications					
Inventory Collaborative members' resources, contacts, expertise and programs and share the information	x	x	x	x					
Identify potential partners (advocates, CBOs, businesses, coalitions) & assess what they can contribute to further the Collaborative's goals	x	x	x	x					
Work with intermediaries to identify key FSNE eligibles who have the potential to be leaders and advocates for their communities		x		x					
Collect baseline data for health, obesity and overweight issues for each of the counties	x								
Research key policymakers, create and maintain a database				x					
Research key media players, create and maintain a database				x					
Research regional, statewide and national advocacy organizations that specialize in nutrition-related issues		x	x	x					
Create a new name and identity for the Collaborative and pretest the name with various audiences	x	x	x	x					
Identify, support and train key Collaborative spokespersons, including FSNE-eligible members		x		x					
Create opportunities for spokespersons and provide them with speaking points		x		x					
Establish single contact source for media and policymakers				x					
Develop a Web site to regularly communicate Collaborative and individual members' activities/news and regularly update the contents				x					
Develop a newsletter and/or regular bulletins to communicate Collaborative and individual members' activities/news		x	x	x					
Promote the Collaborative's expertise and goals by providing a local angle to broader health stories		x	x	x					
Host breakfasts with policymakers and community members to address issues related to nutrition and PA and invite the media		x	x	x					

Timeline

OBJECTIVE 3: Provide technical assistance to increase the implementation of nutrition and physical activity wellness policies and programs	Committee				1-3 months	4-6 months	7-12 months	Year 2	Year 3
	Research	Youth & Family	Workplace Wellness	Communications					
Develop definitions and standards for successful wellness programs and policies	x		x	x					
Identify examples of wellness programs and policy best practices	x		x	x					
Collect local stats on the economic costs and lost productivity due to an unhealthy work force burdened by obesity, overweight & inactivity	x		x						
Research the barriers of implementing wellness policies	x		x						
Develop and produce issue paper addressing seriousness of problem and promoting benefits of implementing wellness policies	x		x	x					
ID and train members, partners, FSNE eligibles and employees to advocate for their employers to implement wellness policies		x	x	x					
Issue press releases in support of the implementation of wellness programs and policies				x					
Hold summit to promote importance of widespread implementation of wellness programs and policies		x	x	x					
Launch a broad-based promotional campaign to employers to implement wellness policies with press releases, summits, etc.		x	x	x					
Support employers to implement wellness policies by promoting the Collaborative's tool kit and providing training on how to use it		x	x	x					
Formally recognize companies, communities and associations that establish wellness programs and policies		x	x	x					
Evaluate the activities and outcomes of this campaign	x								
Outreach to policymakers providing expertise, resources and local perspective to nutrition and physical activity needs		x	x	x					
Regularly attend and provide expert testimony in policymaker meetings		x	x	x					
Actively work to secure seats on key boards/commissions		x		x					
Create supporting educational materials on nutrition/Physical Activity		x	x	x					
Host summits, town hall and neighborhood meetings to educate community leaders, media and policymakers		x	x	x					
Develop presentations and other supporting materials for members to use when speaking		x	x	x					

COLLABORATIVE STEERING COMMITTEE

